Annual Report

2019

Office of Information Technology

Contents

The Office of Information Technology strives to be a client-centric organization cultivating positive relationships and growth to better serve State of Maine agencies and Maine citizens.

Executive Summary

The State of Maine has undergone significant changes over the past year. Governor Janet Mills' cultural philosophy of tolerance and compassion, "Open door, open mind, open heart", is reflected in the Office of Information Technology's renewed commitment to open, collaborative, and thoughtful service delivery. The State of Maine Office of Information Technology is transforming the way we do business.

The Office of Information Technology is committed to becoming <u>the</u> trusted and preferred provider for all Executive Branch agencies. Ultimately, our goal is to make technology as secure, efficient, and valuable as possible to support our agency partners in conducting business and delivering services that benefit the citizens of Maine.

Delivering excellence in IT services and developing strong, trusted partnerships requires a cultural shift, and we are actively cultivating a shared environment of collaboration, innovation, and client-centric service here at the Office of Information Technology. As part of this transformation, and to symbolize turning a new page, the Office of Information Technology will be undergoing a structural modernization. In conjunction, we will be promoting a name change to MaineIT in 2021.

" *Open door, open mind, open heart* "

The 2019 Annual Report reflects our transformation by focusing not only on the Office of Information Technology achievements, but also on the areas which must be improved. We are taking a self-reflective stance involving a review of organizational priorities and culture in order to recognize strengths, vulnerabilities and pave a path forward.

Two key initiatives already underway to lead the transformation are an inclusive leadership model and an organizational development program. The Office of Information Technology has established this inclusive leadership model to include agencies as contributors in the decision-making process. While similar groups existed previously, they existed to solicit agency feedback and provide updates. Under the new approach those agency technology leads engage directly with internal IT management. The second initiative is an organizational development program to collaboratively construct and align our values, identity, and culture as we prepare to become the new, cohesive MaineIT. To further help move us forward, we are exploring alternative funding models to allow the Office of Information Technology more flexibility for innovation and move us into a position to drive technology strategy with our business partners in a proactive way.
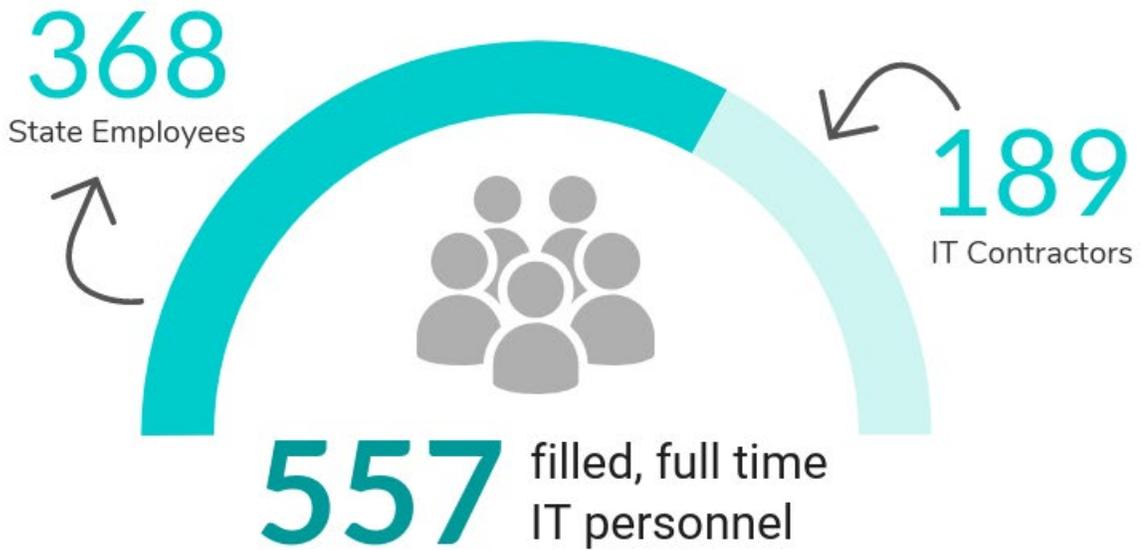
One major deficiency emerges as an example of how the Office of Information Technology has failed to meet agency needs. According to statute, one of the responsibilities of the Office of Information Technology and the CIO is to develop and implement information technology training programs for State employees; currently, the only enterprise training the Office of Information Technology implements is security training. Working with our agency partners, we hear that additional training is a major need, and we intend to plan for and develop a strategy to fill this training gap during the upcoming year.

Our vision and strategic approach is to make the Office of Information Technology a trusted and preferred partner, enhance information security, prioritize IT accessibility, and deliver excellence in technology services in order to improve our partnerships with agencies.

Office of Information Technology
A 2019 Snapshot

368 State Employees

189 IT Contractors

557 filled, full time IT personnel

147.1M FY 2019 Budget

of which Sixteen were Veterans

Eighty 2019 Hires

and Forty Eight were Promotions

About Us

The Office of Information Technology is a group of dedicated State employees and contractors striving to provide the highest quality services to our clients and constituents to ensure the public is served. We are a centralized, shared-services organization that directly delivers a full range of IT support and services for Executive Branch agencies. The Office of Information Technology provides selected IT services to the Judicial Branch and the three Constitutional Officers: The Secretary of State, Attorney General, and State Treasurer. We are also responsible for the operation and maintenance of the State's public safety radio network.

The Office of Information Technology's roles and responsibilities are legislatively authorized through 5-M.R.S. Chapter 163: Office of Information Technology.[1] The roles and responsibilities of the Office of Information Technology and the Chief Information Officer (CIO) include the complete spectrum of IT oversight and management for Executive Branch agencies and selected parts throughout State government. The Office of Information Technology services include providing:

- Best business practices and project management (§1973);

- IT communications/coordination across State government (§1973);

- IT leadership and vision (§1973);

- Policies and standards (§1973);

- Strategic planning (§1974);

- Training and development programs for State employees (§1974);

- Approval of acquisition and use of equipment (§1974); and

- High-quality, responsive, cost-effective information technology services (§1981).

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[1] http://legislature.maine.gov/statutes/5/title5ch163sec0.html

Our Teams Within the Office of Information Technology

Client & Infrastructure Services

Client Technologies

Collaboration Technologies

Computing Infrastructure & Services

Network/Voice Services

Office of the CIO

Agency Consultation

Architecture/Policy

Contract/Vendor Management

Finance

Project Management

Enterprise Shared Services

Application Development

Enterprise Data Services

Shared Services

Information Security

- The **Information Security Office**, through dissemination and implementation of security policies, standards, and controls, protects the State's information systems and assets against new and emerging cybersecurity threats and vulnerabilities. The Information Security Office also provides direct response to threats and intrusion recovery.

- The **Project Management Office** defines and maintains project management best practices and introduces economies of repetition into the execution and support of technology projects across the State of Maine. The Project Management Office will also be charged with overseeing and managing the IT service portfolio.

- **Client & Infrastructure Services**

  - *Client Technologies* supports the everyday technology needs of agencies by providing client devices and offering help desk services to facilitate ease-of-use.

  - *Collaboration Technologies* is an emerging unit that will oversee the strategic direction of technologies that facilitate information sharing, communication, and coordination.

  - *Computing Infrastructure & Services* hosts eight hundred agency systems on six hundred servers and provides foundational enterprise services used by nearly every State employee including instant messaging, email accounts, data backup, and file storage.

  - *Network/Voice Services* is responsible for maintaining, managing, and protecting all communication that flows through our data networks, including voice and wireless networks.

- **Enterprise Shared Services**

  - Three *Application Development* groups support the development, implementation, and maintenance of approximately eight hundred business application systems.

  - *Enterprise Data Services* supports agency data needs by managing over three hundred active servers and relational databases and providing analytic services.

  - *Shared Services* is an emerging unit that will consolidate business and technical operations for enterprise applications to standardize processes and eliminate redundancies.

- The **Office of the CIO**

  - *Agency Consultation* supports our relationship with agency partners by ensuring business and IT solution collaboration.

  - *Architecture and Policy* collaboratively creates, maintains, and governs the enterprise technology vision and related standards to facilitate shared (cont.)

culture and consistent, secure processes across the Office of Information Technology and our business partners.

o *Contract and Vendor Management* oversees IT related service contracts and maintains long-term vendor relationships to help the organization achieve goals related to policy, performance, expenses, and risk management.

o The *Finance* team is an example of our shared services model. The team does not directly report to the CIO but does provide vital business functionality through rate setting, budgeting, processing invoices, and providing financial customer support.

Goals moving forward

- **Security.**

- **Client-Centric Service.**

- **Partnerships and Governance.**

- **Finance.**

- **Workforce and Talent Development.**

- **Innovation**.

- **Digital Accessibility.**

Goal #1: Security

The Office of Information Technology is committed to ensuring the security of State of Maine information assets, and as threats become more sophisticated, it is vital that the Office of Information Technology continues adapting to proactively counter those threats. We are constantly seeing attack attempts, and this past fall the Office of Information Technology successfully thwarted a massive onslaught that matched the ransomware attack patterns seen in the press from other major cities and states. This fall's incident reinforces our commitment to security, and the lessons we have learned from this major assault will help us continue to strengthen our security posture.

Key Initiatives:

Security Partnerships. The Office of Information Technology is working to develop partnerships with Federal and local government. Working with the National Association of State CIOs, the Office of Information Technology is advocating for support for state and local cyber issues at the Federal level. Additionally, the Office of Information Technology will be looking for ways to support local Maine governments with security initiatives, pressing challenges, and overall consultative services. Having strong partnerships allows for continuous security strengthening while balancing business needs, risk tolerance, and statutory, regulatory, and contractual requirements. It is our job to assist in ensuring constituents' data is protected from threats.

Security Planning. Security is a 24/7, 365 day a year job. To ensure that we can continue to stay ahead of a constantly evolving threat landscape, the Office of Information Technology is strengthening our long-term strategic security plan. Key to this effort is moving to a behavior-based approach, so that rather than identifying threats only through the way they look, we can also recognize them through the way they act.

Enhancing Security Training. The Office of Information Technology has implemented new security awareness training that is both easily consumable and effective. As threats evolve, we will continue to update our security awareness training to ensure that State of Maine employees are always prepared to defend themselves and our assets from attacks.

Strengthening Security. Alternative funding models would allow the Office of Information Technology to continuously expand our arsenal of products, technologies, and strategies to stay one step ahead of bad actors and ensure the highest level of protections are in place to safeguard our data. Information security is an investment, and the Office of Information Technology will continue to explore flexible funding models to further enhance top-tier information security.

Goal #2: Client-Centric Service

For the Office of Information Technology, being client-centric means providing a positive experience and collaborating successfully with our agency partners to ensure the public is served. Relationships with agencies need to be collaborative, open, trusting communication process on both sides to facilitate that outcome. OIT's role is to understand the end goal and set the environment where the agency trusts that IT has as much ownership in the successful outcome as they do.

Key Initiatives:

Organizational Development. The Office of Information Technology has been working with an outside organizational development consulting firm to help promote a service culture. This is an extended process, starting with aligning the Office of Information Technology senior team and key service delivery partners towards one unified direction, and cascading through all Office of Information Technology employees to develop a shared vision for IT that reflects collective leadership, fiscal stewardship, and agency inclusion. As part of this process, business acceleration teams which include a wide variety of Office of Information Technology employees and business partners have been created to build shared vision in areas outside of their subject-matter expertise. These will bring different perspectives to key issues and create a culture of collaboration which will translate into our excellence in service with agency partners.

Provide Training. We are preparing to expand our training offerings to increase the value and strengthen the implementation of technologies offered to agencies. Training is a major need that is currently under-delivered. Providing more technology training will assist our agency partners by gaining efficiencies in business processes. The success of training can be measured through looking at the adoption rate of new technology, training attendance rate, and client satisfaction with the training itself.

Strengthening Service Management Processes. One of the core purposes of any information technology group is to deliver a consistent set of reliable technology services, which enables the business to, in turn, provide services and capabilities to their customers or constituents. The Office of Information Technology is acquiring a software product and implementation service that will provide a framework for strengthening service management processes throughout the enterprise. The result

will be more efficient delivery of services and a consistent and reliable response to requests and incidents, creating a shared positive experience.

Goal #3: Partnerships and Governance

The Office of Information Technology is committed to creating stronger lines of communication with our partners. Collaborative partnerships with agencies and vendors are vital for facilitating a shared service culture, enhancing security, and encouraging innovation. In order to strengthen trust and support collaboration, the Office of Information Technology is working closely with agency and vendor partners, incorporating feedback, and creating a collaborative system of governance.

Key Initiatives:

Agency Engagement. Historically, the Office of Information Technology has been governed by an internal leadership team comprised of a handful of directors from different groups. Although teams and leaders are constantly in contact with agency clients, there was no agency presence in the leadership team itself. Now, we are bringing our business partners to the table as part of an inclusive leadership model with leaders from almost all departments in the Executive Branch, allowing agencies to contribute in IT decision-making and not simply providing input and receiving updates as done in previous approaches. This model will bring diverse perspectives and expertise to the governing process while strengthening our relationship with agency partners through a transparent and collaborative process. All with the end goal of improving service to the public and ensuring the statutory requirements to Maine citizens are met.

Security Summit. Acting on the lessons we learned from successfully thwarting a major attack this fall, the Office of Information Technology organized a Security Summit, to work with vendor partners to prevent further threats against the State by developing a comprehensive enterprise-wide security strategy. Conducting a summit where our vendor partners were able to collaborate with each other and with our security and architecture team is an innovative strategy: our vendor partners acknowledged the value of this level of collaboration, thus re-engaging in their ownership in the state's successful technology environment to the benefit of the people of Maine. This opportunity allowed us to assess our security toolkit, offering new perspectives on tool integration, innovation, and stewardship. The progress we made at the summit strengthened partnerships and will enable the State of Maine to develop a secure, robust, and scalable architecture that addresses future needs.

IT Accessibility Committee (ITAC). This long-standing advisory group to the Chief Information Officer consists of State and community members, including citizens, university representatives, and representatives from the non-profit sector. With a renewed commitment to accessibility within the Office of Information Technology, we are strengthening our partnership with and support of the ITAC.

Goal #4: Finance

During 2019, the Office of Information Technology began a full analysis of our finances and made strides toward solid fiscal stewardship. During this process, areas within the Office of Information Technology were identified for improvement. Financial models obstruct and constrain our ability to provide innovative and state-of-the-art services to our clients. We are identifying, exploring, and remediating areas for budget improvement, working to meet the needs of our agency partners as well as balancing the need for additional investment.

Key Initiatives:

IT Services Percentage of Overall Budget. In FY19, the Office of Information Technology received 1.84 percent of the total State of Maine budget. By FY21, IT services are projected to account for only 1.4 percent of the total budget. Throughout the nation, the average budget allotment for IT services remains on the rise with the current figure at 3.8 percent.[2] Funding for information technology is an investment that provides value to the State through gained efficiencies, secure assets, and reduction in technical debt. We cannot successfully support and serve the public with a budget that is held flat or reduced.

Funding Model. The Office of Information Technology has, since inception in 2005, been operating using a funding model that prohibits our ability to provide critical, non-traditional IT services. In 2019, we began to evaluate and identify improvements to this model. Moving common services out of a rate-based model is one component of our updated funding model.

Reducing Costs. During 2019, Office of Information Technology began to redesign and reevaluate our spending habits to reduce costs wherever feasible. We have increased controls around spending and made great strides to hold managers accountable for operating within their individual budgets. We strive to arrive at a state where IT services are funded and delivered to customers when they are needed.

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[2] https://deloitte.wsj.com/cio/2018/03/12/it-spending-from-value-preservation-to-value-creation/

Improved Billing. A new billing system was implemented in 2018, and this past year the Office of Information Technology has been working to improve the quality of the data being fed into it and provide training for users. The improvements in the accuracy of the data going into the system will result in time and cost savings to both the Office of Information Technology and the agencies using this data for cost allocation, reporting and budgeting.

Goal #5: Workforce & Talent Development

Technology workforce is a persistent challenge. There is an inadequate supply of qualified individuals in the area, especially for certain specialties, and government salaries are frequently not competitive with the private sector. This is coupled with a low financial commitment to training that hampers growth within our workforce. While efforts have been made over the years in the form of the recruitment and retention stipends as well as the training stipends, we're still below the mark needed to retain and develop our current talent as well as attract new individuals. Our goal is to change this!

Key Initiatives:

Moving Contracted Positions Back to State Employees. More than a third of the organization are contracted resources and many are assigned to day-to-day functions. When contractor positions are vacated, we are working to transfer the role and the position to State employees rather than finding new contractors to fill them. In calendar year 2019, nearly two dozen contractors applied and were hired into open state positions, up from one in 2018. While using contractors has reduced IT headcount, the result has been greater costs than if those same individuals were state employees, sometimes by as much as three times.

Pipeline Approach. In the past, the Office of Information Technology has partnered with area universities to offer internships. Many IT staff started with the State as interns, and we know that these individuals enjoyed the environment and wished to stay. To strengthen our internship program, we are establishing a formal arrangement with the University of Maine at Augusta so that Computer Information Systems and Cybersecurity students can intern with the Office of Information Technology. If successful, we will then cast the net wider to other University of Maine System campuses, community colleges and area private colleges.

Employee Development. We have established a management development program to encourage employee growth, allowing directors to mentor the next level of management through hands-on training.

Improve Employee Performance Review Process. The Office of Information Technology is moving towards using a narrative-based performance review process, provided by the Bureau of Human Resources, allowing more personal feedback and actionable critique and encouraging career growth. During the performance review, managers will work with employees to establish personalized training plans, thereby strengthening our workforce and developing talent for those hard-to-fill disciplines.

Goal #6: Innovation

The Office of Information Technology recognizes a need to be an innovative partner for our clients and the public. Traditionally, our ability to transform ideas into value-added services has not been consistently replicable with a sustainable cost model. Our future goal involves using data-driven decision making to derive greater or different values from resources in order to adapt and provide better services and solutions using more effective products, processes, ideas, and technologies. To become innovators, we and our partners (agencies and vendors) must together open our minds to creative approaches to tackling technology needs and use tools and processes we already have in new ways to promote growth, mitigate technical debt, and consolidate like systems.

It is critical for the Office of Information Technology to maintain pace with technological advancements to provide our clients with services they need. The current model results in agency requests determining state technology strategy. As technology experts, we should adopt and champion emerging technologies beneficial to State government. In order to keep up with rising expectations and provide technology-enabled solutions, we need to be able to deliver well understood core services and also introduce new processes, tools, and solutions. We need to be able to innovate. A flexible funding model for innovation is a basic building block of organizations that have made this transformation and is critical to the success of Maine state government's technology department, infrastructure and support.
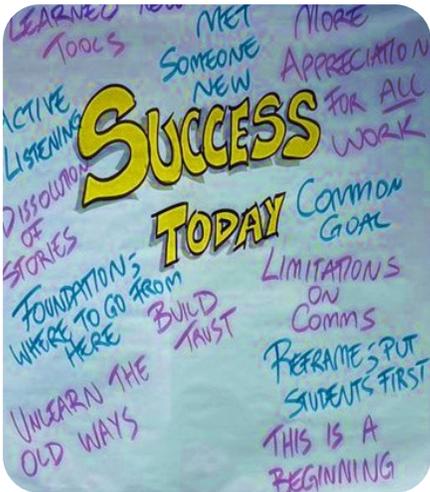
Key Initiatives:

Cultivating IT Proactiveness. We must remain innovative in our approach to service delivery. We must have the ability to provide new technology tools, services, approaches, and support when they are needed, not after. We must look at existing processes, approaches, and tools through a creative and collaborative lens. We can do this by problem-solving with our clients at the table. It is critical for the Office of Information Technology to be state-of-the-art in our IT service offerings and approaches, and agile enough to pivot as rapidly as technology and business processes change. We must proactively deliver technology solutions and innovative approaches rather than reactively struggle

to provide support and services for solutions that agencies bring to us. Our client's ability to provide their best services is reliant on our ability to become and remain proactive in our approach to technology and service delivery.

Modern Workplace. Attracting and retaining a modern workforce is a challenge for every business.[3] Additionally, over seventy percent of our nation's workforce works remotely in some capacity.[4] It is also predicted that email may soon be replaced as the primary workplace communication tool in favor of collaborative technologies, social media, and instant messaging.[5] With modern workplace processes and tools taking over the business world, the Office of Information Technology is exploring additional means of attracting top talent from around the nation and modernizing our collaboration tools. Some initiatives we have undertaken include a compensation and position classification evaluation, a telework study and policy design, and a survey of modern workforce approaches that can be applied to daily operations to make our office a leader in workplace innovations.

Collaboration Technologies Unit. As a shared services department, full collaboration within our own organization and with our agency partners is crucial for an innovative culture. The Office of Information Technology realizes a gap exists in our current service offering that would allow for a modern collaboration approach. The starting point for bringing the Office of Information Technology up-to-date in innovation is the creation of a unit that will be responsible for the oversight of strategic direction and implementation of technologies to facilitate modern information sharing, communication, and coordination throughout the entire State.

[3] https://tradingeconomics.com/united-states/unemployment-rate
[4] https://www.cnbc.com/2018/05/30/70-percent-of-people-globally-work-remotely-at-least-once-a-week-iwg-study.html
[5] https://www.forbes.com/sites/ciocentral/2017/02/15/as-workplace-communication-evolves-email-may-not-prevail/#2bb5d997626c

Goal #7: Digital Accessibility

Our constituents and employees increasingly rely on information and services that are available through technology. It is essential to make these resources accessible to the largest possible audience, including individuals with disabilities, who make up about 16% of Maine's population. While our collective commitment to accessibility continues to grow, additional work remains. Currently, approximately 90% of State digital content such as agency websites that have multi-media resources (audio and/or video), forms, and documents do not meet federal standards. The Office of Information Technology has created a dedicated accessibility team to scan webpages and work with agencies (currently responsible for their own websites) on accessibility deficiencies as well as performing other outreach and awareness efforts. Our strategic vision is to make sure all state government web resources are accessible to every Maine citizen.

Key Initiatives:

Outreach, Awareness, and Collaboration. As the 30-year anniversary of the Americans with Disabilities Act approaches, we are continuing to extend our outreach, awareness, and collaboration efforts regarding the importance of digital accessibility.

Achievements:

Accessibility Assessments Completed. The accessibility team completed sixty-five application system accessibility assessments, of the over six hundred application systems we support. In addition, tens of thousands of State web pages were scanned for accessibility issues and recommendations communicated to our agency partners.

Compliance Requirements Modernized. We have implemented a new Digital Accessibility Policy that directly aligns with widely recognized compliance standards and guidelines, that provide a minimum baseline, and apply to a broad range of assistive technology.

Strategic Approach Adopted. We have recently adopted a strategic approach to Digital Accessibility. The accessibility team now includes a Digital Accessibility Analyst and Digital Accessibility Coordinator who are leading this effort.

Goal #8: Cloud Transitions

Cloud has become an approach for service delivery that has the attention of most IT shops worldwide. The promise of more stable and secure offerings coupled with more predictable, annualized expenditures is appealing. However, the details of every engagement need to be examined. While OIT had been working under a cloud-first strategy, we have taken one step back to a posture of cloud-smart. The difference is that instead of stating up front that a cloud offering is the preferred choice, each opportunity needs to be evaluated for cost, security, service, data integrations, and the ability to recover our data if need be. Once factors are considered, the best fit for the State will be determined. Many new acquisitions are cloud-based and OIT is working with Oracle and Microsoft for opportunities to move existing assets into their facilities.

Cloud services pose significant opportunities to the state but will have an impact on workforce. The skillsets of staff needed over time will change. Application development teams will be spending more time working on data integrations as opposed to building and maintaining applications. More effort will be spent in managing vendor relationships and contracts and the need for physical server and data center infrastructure will shrink. All of this leads to an imperative of retraining OIT staff and flexibility in changing the position requirements.

Key Initiatives:

Governance. The new paradigm for delivery of services does require an updated approach to governance and technology architecture standards and policies. The Office of the CIO is currently developing position descriptions and governance models to make key offerings available from standard cloud environments such as AWS and Microsoft Azure. At the same time, similar efforts are underway to open the doors to new low-code/no-code cloud platforms such as Salesforce and Microsoft Dynamics.

Achievements:

Major Cloud Application Awards. In the last six months, numerous systems have been slated to be replaced with cloud offerings and others migrated during upgrades. Examples are the recent awards of a child welfare system replacement and the primary system used by the Department of Corrections.

Office of Information Technology
Service Facts
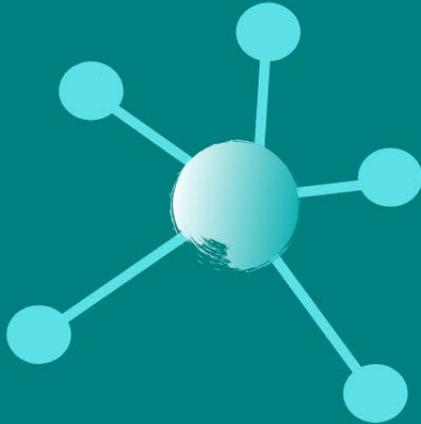
105,000
Network endpoints with **5,000+** network devices

92,000
Help desk calls with **75%** resolutions upon first contact

12,000
Exchange online email accounts maintained

953
Physical and virtual servers supported

Notable Projects

Over the past year, the Office of Information Technology has engaged in projects to help modernize our assets, improve security and performance, and provide better services for our agency partners and the public.

Network Modernization. From 2016 to 2019, the Office of Information Technology took on a massive project to modernize and strengthen the entire State of Maine network. All legacy network equipment, much of which was out of support, was replaced with modern equipment. Because of this upgrade, applications hosted at the Office of Information Technology data centers will see less outages, ensuring availability of State services to citizens and agencies. A challenge will be ensuring that the modern equipment remains up-to-date, which will necessitate routine updates and upgrades as well as a strong relationship with agencies to assist in coordinating outage periods. Inclusion of the refresh cycle in the IT budget will minimize our technical debt and allow the Office of Information Technology to ensure that the network we provide and support is secure, fast, and modern.

Infrastructure Modernization and Footprint Reduction. Modernizing these infrastructure assets has improved both our security and performance stance. The State will be able to maintain best performance and affordability by staying current and not remaining with a high degree of technical debt.

Windows 10. The Office of Information Technology initiated a massive upgrade of client devices from Windows 7 to Windows 10 due to a late announcement from Microsoft that Windows 7 would be out of support in January 2020. With the short timeline forced upon us by the vendor, the Windows 10 project team determined that the least disruptive approach would be to perform an update in place rather than full device replacement. Some difficulties were experienced during the project, most notably that many devices were unable to run the newest operating system efficiently on old hard drive technology. To lessen the impact of decreased productivity, the project team purchased and installed new solid-state hard drives into existing machines. This approach supported our completion of the project with the least degree of financial

burden and was the most effective method for meeting our goals of providing a fully supported, functioning, and secure operating system. By May 2020, 93% of the project – over 10,385 devices – has been completed with the remainder being computers with unique hardware and software requiring individual attention.

Oracle Modernization Investment. Beginning in 2018, the Office of Information Technology brought in new, engineered systems specifically designed to run Oracle products more efficiently. We also added Oracle Analytics, an entirely new functionality, which improved and enhanced the way the State uses data by allowing more options and functionality for analysis. Updating Oracle releases and implementing engineered systems increased performance, supported cost efficiencies, and strengthened the security of the entire Oracle stack. In 2019 the State successfully moved 96% of Oracle systems to this new technology stack.

Human Resources Management System. The State of Maine has been working to implement a new Human Resources Management System over the past few years. We've partnered with Workday for our new management system for Recruiting, HR, Time Tracking, Absence, Compensation, Payroll, and Benefits. This will standardize business process, make information more accessible, allow users to self-service, and eliminate many of our manual HR business processes by modernizing our HR management system.

We are excited about our plans for the next year and look forward to reporting our progress in the 2020 Annual Report.

Thank you

Having now been in the CIO position for thirteen months, I would be remiss to not express my gratitude for all the support the Office of Information Technology has received from the administration. While those of us in the information technology field grasp the value and future opportunity that comes with technological advancements, it has been a delight to find that both our elected and appointed leadership share that sentiment. It is important to the staff in OIT to know that state leadership recognizes the importance of what they do as their hard work and commitment goes well beyond expectations. They need to feel they are set for success and while dollars remain tight all around, the shared purpose of service to Mainers is the north star.

Thank you for giving us the space and confidence to improve and grow our services to our agencies and the public.

Fred Brittain

Chief Information Officer